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INTRODUCTION

Concept of Retailing

Retail Industry, one of the fastest changing and vibrant industries in the world, has contributed to the economic growth of many countries. The term 'retail' is derived from the French word retailer which means 'to cut a piece off or to break bulk'. In simple terms, it implies a first-hand transaction with the customer.

Retailing can be defined as the buying and selling of goods and services. It can also be defined as the timely delivery of goods and services demanded by consumers at prices that are competitive and affordable.

Retailing involves a direct interface with the customer and the coordination of business activities from end to end- right from the concept or design stage of a product or offering, to its delivery and post-delivery service to the customer. The industry has contributed to the economic growth of many countries and is undoubtedly one of the fastest changing and dynamic industries in the world today.

Types of Retail Operations:

Retail operations enable a store to function smoothly without any hindrances. The significant types of retail operations consist of:

- Department store
- Specialty store
- Discount/Mass Merchandisers
- Warehouse/Wholesale clubs
- Factory outlet

Retail Management System targets small and midsize retailers seeking to automate their stores. The package runs on personal computers to manage a range of store operations and customer marketing tasks, including point of sale; operations; inventory control and tracking; pricing; sales and promotions; customer management and marketing; employee management; customized reports; and information security.

Concept of Retailing in India

The customers process the information around them and approach the retail space to consume according to their expectancy level. Consumers approach different store types to explore product views and to shop products according to their needs and their desired estimates. Some customers frequently visit the brand stores to update themselves with the brand portfolio and some visit other forms of retail shops with competing brands to enjoy high price saving offers.

But consumers buying or selecting a particular retail outlet is the behavioral issue influenced by their reference groups (friends, relatives and so on), culture, their upbringing, family life cycle etc. The store image is a major determinant which helps customer to patronize a particular retail store. The shopping experience factors bridge a relationship with the prospects for regular shopping experience.

In the present scenario, time is constraint and money has become luxury. So, customer has focused on selecting an appropriate retail outlet, which provides value added services, focuses on customer's needs and is responsive to customer concerns and issues. Customers prefer a particular retail outlet if they find greater return over their total shopping cost.

The growing economy has even brought phenomenal changes in customer's demand patterns. The psychological framework has changed as well as lifestyle of individual is getting affected due to environmental influences like liberalized economy, information flow, technological changes, improving literacy rates, growing incomes and jobs particularly in service sector.

All this combined together has an impact on individuals purchasing & consumption behavior.

As a result of the change in the customers there is a dramatic change that retail industry in India has gone through. With change the explosion that Indian Retail Industry has shown is also exceptional. Looking at this opportunity in this area, big industry giants…Reliance***, Tata, AV Birla Group, ITC, Bharti and many more have entered the scene***. Competition too is

pruning at a fast pace. Any retailer cannot ignore the customer and commit mistake of loosing him. Retail Industry thus has to focus on patronizing. Committing this act of ignoring the customer loyalty the retailers how so ever big will be loosing them in long term. Thus, to sustain and grow in future patronizing is what retail giants should look into.

The India Retail Industry is the largest among all the industries, accounting for over 10 per cent of the country's GDP and around 8 per cent of the employment. The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. But all of them have not yet tasted success because of the heavy initial investments that are required to break even with other companies and compete with them. The India Retail Industry is gradually inching its way towards becoming the next boom industry.

The total concept and idea of shopping has undergone an attention drawing change in terms of format and consumer buying behavior, ushering in a revolution in shopping in India. Modern retailing has entered into the Retail market in India as is observed in the form of bustling shopping centers, multi-storied malls and the huge complexes that offer shopping, entertainment and food all under one roof.

Purchasing power of Indian urban consumer is growing and branded merchandise in categories like Apparels, Cosmetics, Shoes, Watches, Beverages, Food and even jewellery, are slowly becoming lifestyle products that are widely accepted by the urban Indian consumer. Indian retailers need to advantage of this growth and aiming to grow, diversify and introduce new formats have to pay more attention to the brand building process. The emphasis here is on retail as a brand rather than retailers selling brands. The focus should be on branding the retail business itself. In their preparation to face fierce competitive pressure, Indian retailers must come to recognize the value of building their own stores as brands to reinforce their marketing positioning, to communicate quality as well as value for money. Sustainable competitive advantage will be dependent on translating core values combining products, image and reputation into a coherent retail brand strategy.

There is no doubt that the Indian retail scene is booming. A number of large corporate houses ***Tata's, Raheja's, Piramals's, Goenka's*** have already made their foray into this arena, with beauty and health stores, supermarkets, self-service music stores, new-age book stores, every-day-low-price stores, computers and peripherals stores, office equipment stores and home/building construction stores. Today the organized players have attacked every retail category. The Indian retail scene has witnessed too many players in too short a time, crowding several categories without looking at their core competencies, or having a well thought out branding strategy.

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing in the retail sector. This calls for future skill mapping through proper HRM initiatives. Retail sector is also witnessing a change in systems, management cultures and philosophy due to the global alignment of organized retail stores. There is a need for multi skill development. Role of HRM becomes more important. With dynamic business situation and new challenges rising within the competitive world, successful performance in any job/task has taken an important place, for structure success. Competency mapping is one such method that helps in distinguishing and mapping competencies needed for successful performance in a very specific role.

Concept of Retail Sector in Rajasthan

Rajasthan is the largest State in India. Situated between the northern and western growth hubs of India, with 40% of the Delhi-Mumbai Industrial Corridor (DMIC) falling within the State, its location is truly strategic. Rajasthan, besides being, a prime tourist destination, a remarkably peaceful and politically stable state, offers a set of unique advantages and opportunities for profitable investment in many sectors.

Indian retail industry has seen phenomenal growth in the last 5 years. Organized retailing is now contributing significantly to the growth of the Indian retail sector. The same trend is visible in Rajasthan and with growing purchasing power, the State is throwing open a

tremendous opportunity. The emerging cities and overall economic boom have attracted top retail brands and chain stores to Rajasthan.

Key Segments/ Products

- Hard-line retailing
- Soft retailing

Key Clusters

Agro Food Parks at Jaipur, Kota, Jodhpur, Sriganganagar and Alwar developed by RIICO.

The business environment of Rajasthan is nurtured by an enterprise-friendly government, rich mineral and agro resources, good infrastructure which is being continuously upgraded, a tradition of entrepreneurship and availability of skilled manpower. The overall development of organized retail in the country is determined by the different state initiatives in this regard, since retail is a subject on the state list. The recent decision of the Government of India to allow FDI of up to 51% in multi-brand retail and 100% in single-brand retail has been welcomed by Rajasthan. A nod to the foreign chain retailers to set up stores in the state is not sufficient to entail development of organized retail in the state. In order to be able to reap benefits of this policy change for various levels of the economy and society, the Government of Rajasthan needs to put in place an exclusive retail regulatory regime in order to create an investment attractive policy and regulatory atmosphere and thus, conducive to inclusive development.

Concept of Organized v/s Unorganized Retail

The Indian retail industry is divided into organized and unorganized sectors. The Indian retail sector is highly fragmented, with a major share of its business is being run by unorganized retailers like the traditional family run stores and corner stores. The organized retail however is at a very nascent stage, though attempts are being made to increase its proportion bringing in a huge opportunity for prospective new players.

- **Unorganized Retail Sector**

Indian retail is dominated by a large number of small retailers consisting of the local kirana shops, owner-manned general stores, chemists, footwear shops, apparel shops, paan and

beedi (local betel leaf and tobacco) shops, hand-cart hawkers, pavement vendors, etc. which together make up the so-called "unorganized retail" or traditional retail. The last few years have witnessed the entry of a number of organized retailers opening stores in various modern formats in metros and other important cities.

Unorganized retailers normally do not pay taxes and most of them are not even registered for sales tax, VAT, or income tax.

- **Organized Retail Sector**

Organized retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses.

According to AT Kearney report for the year 2011,Organised retail accounts for 7 per cent of India's roughly US$ 435 billion retail market and is expected to reach 20 per cent by 2020.Food accounts for 70 per cent of Indian retail, but it remains under-penetrated by organized retail. Organized retail has a 31 per cent share in clothing and apparel and continues to see growth in this sector. The home segment shows promise, growing 20 to 30 per cent per year. India's more urban consumer mindset means this sector is poised for growth.

Concept of Talent Acquisition

Talent Acquisition is the process of finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fulfill project requirements. Talent Acquisition also ensures that newly hired employees are effectively and efficiently acclimated to the organization, enabling the organization to rapidly and fully benefit from their capabilities**.**

It is widely recognized that human resource plays a significant role for enhancing an organization’s performance and effectiveness (Huselid, 1995). No wonder there are persistent efforts by organizations irrespective of their size, age, type sector, etc to attract the best talent available. Talent has become the key differentiator for performance management and for leveraging competitive advantage especially in knowledge-based organizations (Bhatnagar, 2004). With better talent acquisition and development, employee engagement improves and so does productivity. Maximizing team engagement, motivation, and retention through due

diligence in talent acquisition is vital in today's highly competitive environment. Only a talent resourcing process that is well defined and well-executed from start to finish yields consistent and compliant results which will in turn yield a competitive advantage in the war for talent (Ronn, 2007).

More than 100 measures are defined for Talent Acquisition. These measures are grouped by type of measure (efficiency, effectiveness, and outcome) and across six subcategories. Each organization should choose the measures most appropriate to achieve their goals and manage their human capital. Talent Acquisition will typically support the broader organizational goals, as well as talent management focused goals. A short summary of each Talent Acquisition sub-category, including examples, follows.

- **Requisitions** – measures that assess the volume of requisitions and hires from a recruiter perspective.
  - ✓ Efficiency examples: Requisition Rate, Total Requisitions per Recruiter, Average Filled Requisitions per Recruiter, Job-Posting Factor
- **Applicants & Interviews** – measures that quantify the sourcing and interviewing of candidates.
  - ✓ Efficiency examples: Average Interviews per Hire, Interview Rate, Referral Rate, Hire Rate, Percentage of No-Shows
- **Hiring activity** – measures that assess the volume, types, and sources of hires made.
  - ✓ Efficiency examples: Recruitment Rate, Percent of Hires Referred, Rehires Percent of Total Hires, Net Hire Ratio, Recruiting Source Distribution
- **Hiring cost** – measures that calculate or compare the cost of hiring.
  - ✓ Efficiency examples: Cost-per-Hire, Recruiting Cost Ratio, Sign-on Bonus Factor, Source Cost per Hire
- **Hiring process** – measures that assess the efficiency or effectiveness of the hiring process itself.
  - ✓ Efficiency examples: Recruiter Response Time, Time-to-Fill, Time to Start, 90-Day Separation Rate
- **Quality of hire** – measures that assess the quality of hires made.
  - ✓ Effectiveness examples: Hire Index, New Hire High-Performer Rate, First Year Separation Rate, Hiring Manager Quality of Hire Satisfaction

Concept of Competency Mapping

Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop.

Every industry as well as retail sector in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Skill mapping, thus, is fast becoming important, buzzword for any industry or sector aiming at revamping themselves to the present competitive situation. It is becoming popular day by day and many companies are showing keen interest in using this technique to improve their efficiency.

The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmes. Also competency mapping is a strategic HR frame work for monitoring the performance.

Competency mapping helps the organization in the following ways:

- Enhancement in Productivity
- Talent Management of the Manpower
- Training that's targeted on Organizational Objectives
- Staff understands directly what's expected from them.
- Scepter staff responsible for their own development
- Increase in worker Retention Levels.

Competency Mapping in Retail Sector

Retail is turning into extra concerning about service excellence. Manpower therefore plays a significant role for the success of retail business. In a business which is extremely competitive, making sustainable benefits is not any longer restricted to sales or the correct strategy. HR, by proving and preserving competent employees plays a significant role in guaranteeing sustainability. Competency mapping to ensuring that the correct candidates are within the right position is that the initiative to create this advantage. Within the absence of competency mapping, all the resources spent on learning, retention strategy or growth strategy for manpower can be in-effective and non-productive.

A. **Recruitment**— Skill set mapping ought to be an important component of the recruitment process. The skill set mapping once enforced improves the chance of better fitment to role and culture of the organization.

B. **Promotion / Lateral Transfer**— At the time of internal growth or movement the competency needs for the new position must be reviewed to confirm the right fitment. Hence, should be a part of the review method for an employee's promotion / career growth.

C. **Talent Management -** Talent Management involves effectively hiring, nurturing and holding workers inside the organization to make sure the provision of a considerable talent pool inside the organization and to facilitate the removal/development of low performers.

   The quality of the manpower is the key discriminator between organizations and so it becomes vital for talent management to become an integral a part of the business strategy.

   Talent Management primarily involves – Talent acquisition, mapping, development and placement.

REVIEW OF LITERATURE

"The literature review in any kind of field forms the foundation upon which all future research work will be built" (Aggarwal, 1975) A literature review is an account of what has been published on a topic by accredited scholars and researchers. In writing the literature review, our purpose is to convey what knowledge and ideas have been established on the above mentioned topic, and what are their strengths and weaknesses.

A literature review gives an overview of the field of inquiry: what has already been said on the topic, by the key writers. It also gives an idea about the prevailing theories and hypotheses. The review also specifies what questions are being asked, and what methodologies and methods are appropriate and useful. A critical literature review shows how prevailing ideas fit into the thesis and how the thesis agrees or differs from them.

Literature cited for current research proposal is elaborated below:-

Kaur, Jaipdeep and Kumar Vikas (2004)[10] in their research ***"Competency Mapping: A Gap Analysis",*** explained the need of Competency Mapping in an organization. Competency Mapping establishes expectations for performance excellence, leading to a scientific approach to skilled development, improved job satisfaction, and higher worker retention. It increases the effectiveness of coaching and skilled development programs by linking them to the success criteria. The competencies are broadly divided into 3 categories:

- Technical or Functional skills – Includes business awareness, organizational awareness, technical skills and external awareness.
- Managerial skills – Includes planning skills, cross functional approach, concern for excellence, fair judgment, leadership, delegating and supporting subordinates and risk taking.
- Human attributes – Includes fair communication, team working and interpersonal effectiveness, integrity and transparency.

Authors concluded that the competency mapping is important not only for the organizational development, but also for the growth of the individual. According to the case study, the upper level lacked in practical competencies, middle level was in need of managerial skills and a primary level manager was in the need of human skills. The competencies that are lacking in

deputy manager are technical skills however extraordinary in cross functional, concern for excellence, risk taking and the other alternative competencies are meeting the desired level. The senior managers lacks in business awareness, planning skills, proper deputing tasks and cooperating with the subordinate, team work, social skills however exceed the priority for excellence and rest other competencies were up to the mark. The junior manager was in need of technical skills, external awareness, leadership, team effectiveness and social skills however was wonderful in planning and risk taking.

Paulrajan Rajkumar (2011)[11], opined on ***"Employability Skills in Chennai Retail Market, India".*** The aim of this paper was to report the finding from study to stipulate the underlying abilities required in obtaining and sustaining employment within the organized grocery and vegetable retail business. The focus was 'Employability' that is neither one time achievable nor marketable vocational and academic skills to create employment opportunity. A preliminary study has been carried out to perceive the necessity of skill set required in organized grocery and vegetable merchandising for entry level jobs. This study presents a complete framework for choosing store level managerial jobs by the help of Analytic Hierarchy Process (AHP). This method, expresses to work out the attributes during a multiple criteria decision – making problem in the selection the personnel

Study concluded in employability skills are related to getting jobs in organized grocery and vegetable retail sector. A mix of educational qualifications, necessary business skills and interpersonal skills are essential skills for entry level jobs. Employers in retail industry are searching for individuals for the managerial jobs with totally different set of skills set like educational qualifications, communication skills, leadership skills, teamwork skills and work expertise. This study of employability in organized retail market helps working professionals in process the information and skills needed by individuals seeking, acquiring and sustaining-employment.

Balaji S, D. Vimala (2012)[12] in their research ***"Competency Mapping in Adecco Service Organizations, Chennai"*** viewed the Competency Mapping in Adecco Service Organizations at Chennai. The primary aim of this Study is to recognize the distinction between the performances of the workers of Adecco Service Organization at Chennai and the secondary aim is to spot the

ability gap of its existing employees by using the Competency Model. This model finds out the competencies required to work during a specific role inside job, occupation, organization, or business. The quick changes happening within the demography and social systems therefore have given probability for varied human resource practices enhancing the employee productivity and growth.

The Study has created an effort to spot the distinction among the Performance of Employee of Adecco Organization and also the competency Gap of every dimension of competent factors. It is revealed that the competency levels of Adecco workers are found to vary among the staff members. The competency gaps are found to be higher in Job oriented Skills, Performance and Meta Qualities of workers of Adecco Organization. These might be developed by giving coaching specifically on Job specific Skills and Meta Qualities to the employees to improve their performances.

Chouhan Vikram Singh Dr. Sandeep Srivastava (2012)[13], reviewed on ***"Competencies and Competency Models: Development and Applications".*** Many organizations in India and abroad place sturdy stress on competency and channeling their efforts to mapping competencies and implementing assessment and development centers. To out shine it's essential to understand what competencies a business requires. In any business strategy, employees are essential than the set up. Strategies will solely be effectively enforced if organizations have a competent force of employees. An efficient Human Resource strategy provides direction to herald in modification in an orderly fashion. This can be done by developing a competency model and mapping every job mandatory to these competencies. This paper makes an attempt to shed some extra light on the sector of competencies and competency models additionally to the applications of the competency model in a company.

Study concluded that Competency models are absolutely appropriate for human resources. They're position models at the center of every competency based human resource application. Thus, competencies and competency models are viable tool that may be used to organize the current and future manpower and retain trained incumbent employees to fulfill the task necessities and other requirements of employers. Future analysis could examine various

factors of competency model for various wants of the industry and might decide that's there any agreement for the factors of competency model that we can arrive for an identical business.

Solomon Dr. M. Daniel (2013)[14] stated on ***"Competency Mapping – A holistic approach to industries"*** **.** This research was undertaken with the primary aim of searching for the extent of competency prevailing among the executives at a public sector and to supply appropriate suggestion. The major findings were almost ½ of the respondents have moderate level of overall managerial competency, human resource competency and general competency. Suggestion concerning the study given is that the management must organize additional capability building programmes. Study elaborated that Competency Mapping plays a major role in achieving the structure expectation through development of employees that create an excellent structure culture and additionally offers job satisfaction to the employees. It's necessary to introduce new plans and practices to spot competence gap and take initiatives to reward normal performance which might bring sensible results. Therefore, it's refined that competence mapping helps to often live and valuate individual and cluster performance to achieve the objectives of the organization and it'll additional facilitate to the expectation of the organization.

Ganesh J. & Reynolds K. E. & Luckett M.(2007)[14] explained the ***"Retail patronage behavior and shopper typologies using a multi-format, multi-method approach".*** Their findings on both the motivation-based and attribute based cluster analysis revealed five common shopper types across all retail formats. Based on their retail patronage behavior these shoppers are termed as 'Apathetic shoppers' (the most reluctant shoppers), Enthusiastic shoppers (shopping enjoyment), 'Destination shoppers' (brand seekers), Basic shoppers (need satisfying), and the 'Bargain seekers (price oriented). Consumers do perceive competing retail formats differently, but the points of difference, and hence the perceptions of the retail formats, have changed and will continue to change.

Sinha R.K. (2009)[15] in his study stated the shoppers' preferences for organized and unorganized retail formats. Such preferences were investigated along with perception of functional benefits offered by the two formats of retailing along with demographic and personal factors. His study resulted in useful insights about better prediction of shoppers' behavior. Shoppers purchase from more than one outlet in spite of some preferred store or store format. This indicates that consumers' perception of outlets and preference do not result in patronizing of

retail outlets. Thus, this research revealed that perception of functional benefits; demographic factors and personal factors have no impact on the overall patronage behavior of shoppers, towards different formats of grocery retailing. The study says situational factors like any kind of sales promotion, availability of products, opinions of relatives or it can be verity seeking tendency and similar factors which may play a decisive role for the shoppers while shopping.

Yuvaraj R. (2011)[16], in his research on ***"Competency Mapping: A Drive for Indian Industries",*** explained that in the present era, promoting innovation in the organization has become a necessity. In order to be successful, organizations have to focus on advanced management concepts like 'Promoting Innovation'. They need to formulate HR strategies that foster team culture, innovation culture, diversity management and upgrade the skills of the employees. HR persons have to play a key role in promoting organization wide innovation and formulate strategies which enhance innovative skills and promote innovation in the organization.

It concluded that over the years, extremely trained and data based jobs are increasing whereas low complete jobs are decreasing. This requires future talent mapping through correct HRM initiatives. Competency Mapping could be a method of distinguishing key competencies for a company, the roles and functions inside it. Each well-managed firm must have well outlined roles and list of competencies needed to perform every role effectively. Competency mapping identifies an individual's strengths and weaknesses so as to assist them higher perceive themselves and to indicate them wherever career development efforts got to be directed. Competency mapping isn't solely for confirmed workers of a company but it may also be applied for contract staff or for those seeking employment to emphasize the particular skills which might make them valuable to a possible leader.

Hsieh Su-Chin, Lin Hung Jui-Shin -Chun Lee (2012)[17] in their study ***"Analysts on Literature: Review of Competency",*** opined that presently, human resources management has been observed as a key plan to low the cost of manpower and improve an organization's economic development. The term of "competency" plays the vital role in improving job performance and in turn qualifies HR. Especially, under the climate of globalization; the place of work requires business practitioners to obtain a new set of knowledge, skills, and attitudes to face the multiplicity and difficulty of the new business environment successfully. The main

purpose of this study was to study review of the literature concerning the development, models, categorization, and paradigm shift. Authors try to compares the term "job descriptions" and "Key Responsibility Area (KRAs)" competencies are viewed generally and behavior-based. Each competency needs several KRAs. Competencies encompassed several factors that influenced job success however aren't parts of the job description. 3 key points in defining a competency are underlying qualification and attributes of an individual, noticeable behaviors, and customary of individual performance outcomes. In summary, the aim of distinguishing competencies is to supply a well-trained manpower that may work for organizational goals effectively and with efficiency.

Singh B. D., Sita Mishra (2008)[18] stated **"Indian Retail Sector- HR Challenges & Measures for Improvement".** She talked about the emerging job opportunities in retail in India and the challenges which the HR has to face in order to hire the best talent. In a retail organization the front line staff is the face of the organization. It was found that the disinterested, unprepared, poorly groomed and unwelcoming sales people lead to loss of business irrespective of the brand profile. India is perceived as most promising land for the retailers across the world. It is predicted that India will become world's 5th largest consumer market by 2025, which is at 12th position presently. Thus, the demand for talent has spiked up and underscored need for effective HR systems.

Harvey Michael G., Milorad M. Novicevic and Cheri Speier(2000)[19], opined on ***"An innovative global management staffing system: A competency – based perspective"*** that significant demands are obligatory on company management of international companies to develop a strategic orientation of their world human resource management systems. This strategic orientation, that must balance the requirement for each international stability and native flexibility, necessitates an additional pronounced multicultural management membership. The competency- primarily based system planned during this paper combines an innovative international management staffing follow of impetrating foreign managers with the existing expatriating domestic managers. The competency-based criteria are accustomed to establish global manager candidate pools capable of executing an integrated international management system.

Sen Nandita (2013)[20], in her article ***"Competency Mapping of Front Line Staff – A need for an hour for retail sector"*** quoted that creating competency based culture and systems in organizations are the necessity of the hour. This creates a demand for human resource professionals to have specialized skills and have a continuous up-gradation of information. Performing on solutions to assist the Retail business in addressing the front-line workers Challenges around Hiring, Training, and Retention. Historically, most retailers have had very localized operations. This localized nature of the business is dynamic as retailers face low rates of growth and vulnerable profit at home. The call is for Human Resource practitioners to play a lot of proactive and outstanding role so as to retain the high tech versatile workers who are perpetually searching for bigger gains and prospects in their work. This is the real Human Resource challenge to retain the "knowledge workers" and "knowledgeable workers" by introducing new processes and procedures and still ride high in implementing organizational effectiveness.

JUSTIFICATION AND RELEVANCE OF THE STUDY

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability. Literature cited above stated about the Competency Mapping and its requirement in the retail and other sectors. To develop an effective organization, hiring and retaining the competent manpower is very important. But, the study on specifically mapping the competency for talent acquisition has not been done for Rajasthan retail sector and the reason behind this is because the entry of organized retail in the state is still in the initial phase.

Therefore, it appears important to investigate if a difference exists in job competency expectations held by the retail sector for their employees between the required competency levels to the existing level of skill sets required for talent acquisition in the organized retail chains in Rajasthan.

Talent acquisition is quickly becoming a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards, but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The employment brand therefore encompasses not only the procurement of human capital, but the approach to corporate

employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

In this backdrop the researcher has been prompted to do research on the topic ***"Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan"***

OBJECTIVES OF THE STUDY

The present study aims to achieve the following objectives by considering the main objective as ***"Impact of Competency Mapping on Talent Acquisition: A study of organized retail sector in Rajasthan":***

- To study the key concepts in competency-based management
- To understand the different attributes of competency viz. knowledge, skill, talent, attitude of the employee and their perceived allocation.
- To analyse the linkage between competency mapping practices and the performance of the employees and their job profile.
- To identify the various tools used for competency mapping at the time of recruitment at different levels in various retail sectors in Rajasthan.
- To assess the Competency Gap of the recruits in the retail sector based on various dimensions.
- To investigate the contribution of competency mapping on talent acquisition in the retail sector.

HYPOTHESES

The proposed research is on ***"Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan"***. The following hypotheses have been formulated for the same:

Null Hypothesis

H_{01}: There is no significant impact of ***Competence Mapping*** on ***Talent Acquisition*** in organized retail sector of Rajasthan.

Alternate Hypothesis

H_{A1}: There is a significant impact of ***Competence Mapping*** on ***Talent Acquisition*** in organized retail sector of Rajasthan.

Null Hypothesis

H_{02}: There is no significant gap in perceived, expected and actual competencies in organized retail sector of Rajasthan.

Alternate Hypothesis

H_{A2}: There is a significant gap in perceived, expected and actual competencies in organized retail sector of Rajasthan.

PLAN OF WORK & RESEARCH METHODOLOGY

Concept of Research

• Research is composed of two syllables, ***a prefix re and a verb search***.

• Re means ***again, anew, over again***.

• ***Search means to examine*** closely and carefully, to test and try, to probe.

• The two words form a noun to describe a careful and systematic study in some field of knowledge, undertaken to establish facts or principles.

• Research is an organized and systematic way of finding answers to questions.

Research is a process of enquiry and investigation; it is systematic, methodical and Ethical; research can help solve practical problems and increase Knowledge.

The purpose of research is to:

- ✓ Review or synthesize existing knowledge
- ✓ Investigate existing situations or problems
- ✓ Provide solutions to problems
- ✓ Explore and analyse more general issues
- ✓ Construct or create new procedures or systems
- ✓ Explain new phenomenon
- ✓ Generate new knowledge
- ✓ Or a combination of any of the above!

A research method refers only to the various specific tools or ways data can be collected and analysed, e.g. a questionnaire; interview checklist; data analysis software etc.

Research Methodology is a way to systematically solve the research problem. It may be understood as the science of studying how the research is done scientifically.

Methods of Research

• **Historical method**: to reconstruct the past objectively and accurately, often in relation to the tenability of a hypothesis.

• **Descriptive method**: to describe systematically a situation or area of interest factually and accurately.

• **Developmental method**: to investigate patterns and sequences of growth and/or change as a function of time. • Case and field method: to study intensively the background, current status, and environmental interactions of a given social unit.

• **Correlational method**: to investigate the extent to which variations in one factor correlate with variations in one or more other factors based on correlation coefficient.

• **Casual-comparative or "Ex post facto" method**: to investigate possible cause-and-effect relationships by observing some existing consequence and looking back through the data for plausible casual factors.

• **True experimental method**: to investigate possible cause-and-effect relationships by exposing one or more experimental groups to one or more treatment conditions and comparing the results to one or more control groups not receiving the treatment, random assignment being essential.

• **Quasi-experimental method**: to investigate the conditions of the true experiment in a setting which does not allow the control or manipulation of all relevant variables.

• **Action research**: to develop skills or new approaches and to solve problems with direct application to the classroom or other applied setting.

Research Problem

A research problem in general, refers to some deficiency which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same. The issue related to ***"Impact of Competency Mapping on Talent Acquisition: A 'Study of Organized Retail Sector in Rajasthan"*** on the one hand and high impact of Competency of Employees for talent acquisition in retail stores on the other hand, have become highly important. Therefore a proper performance and evaluate study is required as it will remove confusion and management of retail stores to develop a proper and standard competent staff for enhancing the profits of the organization and also for the retention of employees.

Research Design

The function of research design is to provide for collection of relevant data with minimum expenditure of effort, time and money. Preparation of research design involves usually the means of obtaining information.

(A)METHOD OF RESEARCH

- **EXPLORATORY & DESCRIPTIVE**

"Exploratory research is intended only to provide greater familiarity with the phenomena (one) wants to investigate so that (one) can formulate more precise research questions and perhaps develop hypotheses. Such studies can be essential when (one) is investigating new phenomena or phenomena that have not been studied before"

The aim of the research is to explore and describe the facts and developments related to the topic of the study.

The present study, "Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan" is EXPLORATORY & DESCRIPTIVE in nature.

(B) UNIVERSE

Population of the proposed study comprise of the organized retail sector of Rajasthan. The universe comprises of the managers, supervisors and also the executives of the Human Resource department in retail stores of Rajasthan.

(C) DATA COLLECTION

For the present study both primary and secondary data shall be collected:

- **Primary Data - Questionnaire** will be administered to selected respondents of ***Five retail stores (50 each store) of Rajasthan only***. Questionnaire will analyze the research problem via following sections:-

  Section A of the questionnaire will deal with the Demographic details of Manager/ Supervisor as well as of the employee to be rated through the questionnaire.

  Section B deals with the employee competencies desired during acquisition/ recruitment of talent/ employees in store by HR managers/ Supervisors.

Section C incorporates the competency parameters of employee which helps in the growth of retail store such as Optimist ability, Communication skills, etc.

Section D acts as the heart of questionnaire and directly correlates the factors of employee which help in talent acquisition at managerial level

- **Secondary Data –** Through published reports, journals, publications, articles, internet, emails etc. Due to qualitative nature of the study, it is assumed that besides the questions included in the schedule, online databases, and internet, annual reports of company / stores and company websites will act as secondary data sources in the research.

(D) SAMPLING DESIGN (EVALUATION DESIGN)

Sample type: - ***Random sampling***. (Probability)

Sample Unit– Sample of the study broadly comprised of -

- **Managers and Supervisors of 5 Retail stores (50 Employees competency from each store)**

All employees were also selected of both gender (male and female) and segmented further as per various age groups, experience, educational qualifications etc. Retail stores selected for the study with the no of employee's questioners to be filled from each store are explained below in table 1.1below:-

TABLE 1.1 SEGMENTATION OF RESPONDENTS

REATIL STORE	SEGMENT AND NO OF RESPONDENTS
	Questionnaire to be filled by Managers/ Supervisors for No of Employees
Shopper's Stop, Jaipur	50
Easy day , Jaipur	50
Big Baazar, Jaipur	50
Hypercity , Jaipur	50
Reliance Store, Jaipur	50
TOTAL	**250**

(E) CLASSIFICATION, PRESENTATION AND ANALYSIS OF DATA: - The researcher has to classify the raw data into some purposeful and usable categories. Tabulation is a part of the technical procedure wherein the classified data is put in the form of tables. Analysis work after tabulation is generally based on the computation of various percentage, ratios and coefficient, etc by applying various well defined formulae. In the process of analysis, relationships or differences, supporting or conflicting with original hypothesis should determine with what validity data can be said to indicate conclusion. The data so collected through questionnaire shall be coded and tabulated. Analysis shall be done thereafter and results shall be presented through pie charts and bar graphs. Suitable interpretation shall be made.

TOOLS FOR TESTING HYPOTHESIS:

The data collected from the questionnaire will be used to check the hypothesis. The following statistical techniques will be used on the tabulated data for hypotheses testing:

- **Students "t" test**

Among the most commonly used statistical **significance tests** applied to small data sets (population's samples) is the series of Student's tests. One of these tests is used for the comparison of two means, which is commonly applied to many cases. The outcome of these tests

is the **acceptance** or **rejection** of the **null hypothesis (H_0)**. The null hypothesis generally states that: "Any differences, discrepancies, or suspiciously outlying results are purely **due to random** and **not systematic errors**". The **alternative hypothesis (H_a)** states exactly the opposite.

- **Chi-Square Test (A Goodness Of Fit)**

Hypothesis tests may be performed on contingency tables in order to decide whether or not effects are present. Effects in a contingency table are defined as relationships between the row and column variables; that is, are the levels of the row variable differentially distributed over levels of the column variables. Significance in this hypothesis test means that interpretation of the cell frequencies is warranted. Non-significance means that any differences in cell frequencies could be explained by chance.

Hypothesis tests on contingency tables are based on a statistic called **Chi-square**. The sampling distribution of the **Chi-squared statistic** will then be presented, preceded by a discussion of the hypothesis test.

The **chi-square test** of significance is useful as a tool to determine whether or not it is worth the researcher's effort to interpret a contingency table.

- **Measuring of Competency Mapping on Talent Acquisition of Retail Sector in Rajasthan:**

By the above evaluative design the significant factors will be analyzed and Interview scheduled will be framed for respondents so that the Competency Mapping can be clearly understudied. The Competency Mapping on Talent Acquisition of Retail Sector in Rajasthan will be specific to segmented such as:

- ✓ Look at the key skills required.
- ✓ Do a skills gap analysis.
- ✓ Develop an internal mobility and succession plan.
- ✓ Plan for attrition
- ✓ Analyse company demographics to ensure diversity objectives are met.
- ✓ Determine gaps and external recruitment needs.
- ✓ Define and develop an external sourcing strategy.

LIMITATIONS OF THE STUDY

The scope of study is limited due to the following reasons:

- ✓ In the proposed research study the analyses will be conducted on Competency Mapping of employees of retail stores and it's impact on Talent Acquisition. So it cannot be said to be complete in its owing to several limitations such as biased responses, inaccurate information etc. These limitations may spring out from failure of managers to respond correctly, honestly and many other latent factors.
- ✓ A limitation of the study is to use short form of instruments and technical terms.
- ✓ By testing the results on five retail stores the results cannot be generalized to other segments of retail stores.

Proposed Chapterisation

Chapter No	Title of Chapter	
I.	**Conceptual Frame Work** 1.1 Concept of Retailing 1.2 Historical perspective of Retailing 1.3 Concept of Organized and Unorganized Retail Sector 1.4 Indian Retail Sector 1.5 Retail Sector in Rajasthan 1.6 Concept of Talent Acquisition 1.7 Concept of Competency 1.8 Concept of Competency Mapping 1.9 Concept of Competency Mapping in Retail Sector	
II.	**Research Methodology** 2.1 Research – An Overview 2.2 Research Problem 2.3 Review of Literature 2.4 Justification/ Significance of the study 2.5 Objective of Study 2.6 Hypothesis 2. 7 Scope of The Study 2.8 Universe of Study 2.9 Sample Design 2.10 Limitations Of Study	

III	**Data Analysis And Interpretation** 3. 1 Tools for Data Analysis 3.2 Tools for Hypothesis Testing 3.3 Testing of Hypothesis 3.3 Analysis Of Impact of Competency Mapping on Talent Acquisition of Employees with Supervisors and Store Managers as Respondents	
IV	**Findings And Suggestions** 4. 1 Major Findings 4.2 Recommendations 4.3 Further Research 4.4 Conclusion	
	Bibliography	
	Appendices Appendix A :Questionnaire Appendix B : List of Research Papers Published Appendix C : Manuscript of Research Papers Published Appendix D:CurriculumVitae of Research Scholar	

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